



2003-2006

Macomb County
Community Services Agency

Strategic Plan

MISSION

Macomb County Community Services Agency will provide a continuum of services to citizens of Macomb County. This will be accomplished on at least two levels: directly, through Agency sponsored programming; or by collaborating with other service providers and individuals to achieve a better focusing of available resources. Through these levels of services, MCCSA will successfully reach its goal of improved self-sufficiency for the limited income, elderly and disabled.

The scope of MCCSA's programs for limited income and special populations includes: information and referral, energy conservation and education, child development, supplemental food programs, older adult nutrition and support services, emergency assistance and case management services, and transportation.

VISION

Macomb County Community Services Agency has a catalytic mission: to make the entire community more responsive to the needs and interests of limited-income individuals, elderly, and disabled, enabling them to achieve greater self-reliance and ultimately, economic self-sufficiency.

VALUES

MCCSA is a Community Action Agency dedicated to providing quality services, with respect and confidentiality, in a manner which supports families and individuals seeking to improve their quality of life.

Strategic Plan Background

MCCSA applied for discretionary Community Services Block Grant funds for the purpose of developing a strategic plan. This plan provided the focus our organization needed towards meeting its goals, thereby achieving quantifiable results and successes.

Utilizing a competitive bid process, MCCSA contracted with an outside consultant to provide technical assistance in the area of strategic planning. MCCSA's Advisory Board provided guidance and oversight as to the development of the bid specifications and the selection of the consultant. We convened a series of meetings and workshops with 30-40 individuals to solicit their input. The participants involved in this process consisted of:

- MCAAB Advisory Board members;
- Agency employees at all levels;
- Community representatives from the public and private sector; and
- Customers who have utilized our services.

Outcome

A formal written action plan outlining goals and strategies to address areas that need improvement was completed. To achieve this outcome, participants in the process focused on:

- Increasing Customer Service/Satisfaction
- Increasing Quality of Service
- Promoting Integration of Programs and Services

Participants guided their thinking on two (2) key questions:

- What should we be focusing our attention on – strategically – for the next three (3) years? and
- What are the key areas that need to be addressed to lead us to our vision?

Timeframe

Initial planning and development of a strategic plan model for implementation began in February of 2003. For the purpose of describing the needs and outcome(s) of the project, a bidder's conference was scheduled on April 11, 2003. Proposals were evaluated, and with Macomb Community Action Advisory Board approval, a consultant was selected. On June 5, 2003, Transitions Consulting Group, began working on the project. The final plan was presented to the Macomb Community Action Advisory Board on October 14, 2003.

Funding

In order to obtain funding, a proposal was prepared and sent to the Family Independence Agency. The Family Independence Agency approved our proposal and awarded \$20,055 in Discretionary Community Services Block Grant funds. These funds were used exclusively for the project. No County funds were used to fund this project.

Demographic Trends

Our first workshop consisted of an overview of the strategic planning process and a presentation highlighting Macomb County's demographic trends and indicators and in particular conducting a low-income household analysis. A summary of the findings is as follows:

- Macomb County grew considerably during the 1990's in terms of employment and income;
- The growth was concentrated in manufacturing and construction industries;
- The economic growth in the County was uneven – with much of it occurring in the Northern end of the County. There was a decline of incomes in the southern end of the County;
- A good deal of economic growth is based on the workforce commuting to work in other counties;
- The major commuting flow for Macomb County residents is now between Macomb County and Oakland County;
- Macomb County is gaining population from other counties but there are significant income differences from the people entering the County and the people exiting the County;
- The population in Macomb County is aging;
- In comparison to other counties in the metropolitan area, Macomb County has an older population;
- Macomb County's elderly population will grow fast in the next decade;
- There is a decline in the traditional family structure;
- There is a rise in the single family heads of households, and also an increase in combined families and persons in the County living alone;
- Households are growing faster than the population and the numbers of people in the household continue to fall;
- Macomb County is seeing a great increase in ethnic and racial minorities;
- Minority growth in the future will come from birth rates as well as migration;
- Immigration plays an important role in Macomb County; there have been increases of 40% in the last ten years;
- Macomb educational attainment of adults continues to rise;
- Macomb County experiences the largest percentage growth in poverty in the Tri-County area;
- There is a greater heterogeneity of Macomb County households.

Subsequent workshops involved customers who utilized our services, as well as community organization representatives and MCCSA employees at all levels. Specific information on the level of participation is as follows:

Community Organization Involvement

- 39 Community representatives participated in 2 sessions

Employee Involvement

- 38 employees representing all levels and Divisions participated in 4 sessions

Customer Involvement

Three Customer Focus Groups were held by geographic region.

- June 18, 2003 – Southern County, 20 participants
- June 26, 2003 – Central County, 20 participants
- July 10, 2003 – Northern County, 11 participants
- Total of 51 participants-were involved

As the workshops concluded, it was apparent that an alignment in thinking between the MCCSA employees and the community representatives occurred. The next page depicts their thinking.

Alignment of MCCSA Employees & Community Organization Representatives Recommendations

Issue	Staff	Community
Promote image and raise awareness of the MCCSA in the community	X	X
Create strong collaboration/partnerships between agency and municipality/city leaders and businesses	X	X
Streamline communications between agencies	X	X
Access the private sector for help and outreach	X	X
Improve internal processes and use technology to enhance customer service and satisfaction	X	X
Put more emphasis on diversity and providing service to minority populations	X	X
Train our staff and customers for success	X	X
Continue to evaluate and improve facilities/space to deliver on the mission of the organization (working toward a one-stop show concept)	X	X
Streamline and personalize the customer experience	X	X
Connect the customer more efficiently and effectively to help get them out of poverty	X	X
Continuously review programs/systems to ensure that customers are attaining self-sufficiency	X	X
Locate new funding sources to enhance our current or create new programs	X	X
Continuous monitor customers to assess needs and satisfaction levels	X	X

Goal #1: Simplify & Enhance The Customer Experience

Strategy #1-A: Improve customer accessibility

Strategy #1-B: Streamline and personalize the intake process

Strategy #1-C: Continuously review programs/systems to ensure that customers are attaining self-sufficiency.

Goal 2: Ensure Customer Satisfaction

Strategy #2-A: Develop and implement a customer satisfaction assessment system

Goal #3 Provide More Awareness Of Programs And Agency Services

Strategy #3-A: Educate employees and volunteers on MCCSA and other available programs

Strategy #3-B: Refine our comprehensive out-reach program

Goal #4: Enhance The Professional Growth And Development Of The MCCSA Staff

Strategy #4-A: Strengthen our commitment to employee development through formal and informal training opportunities that align with our strategic objectives

Strategy #4-B: Revamp the performance review process to encourage professional growth that will contribute to realizing our strategic objectives

Goal #5: Identify And Utilize Effective Communication Strategies Including Technology To Enhance Customer Service

Strategy #5-A: Strengthen the communication and technology skills of staff

Strategy #5-B: Maximize our use of technology to enhance customer service

Goal #6. Broaden Funding Streams to Develop, Enhance and Sustain Programs and Services

Strategy #6-A: Aggressively seek grants to address service gaps

Strategy #6-B: Strengthen our ability to secure grants